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Country programme document for the Republic of Azerbaijan (2016-2020)

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I. Programme rationale

1. Azerbaijan is an upper-middle-income country in the high human development category. It ranks 76 out of 187 countries in the Human Development Index, with a score of 0.747.[1] Between 1980 and 2013, life expectancy at birth increased by 5.8 years, mean years of schooling increased by 0.6 years and expected years of schooling increased by 0.5 years. Azerbaijan's gross national income per capita increased by about 124.5 per cent between 1990 and 2013.[2]

2. Progress toward the Millennium Development Goals has been largely positive. The country has performed well at reducing poverty, minimizing gender disparities in primary and secondary education, improving access to water and reducing the spread of tuberculosis and malaria. Some indicators e.g., for maternal health and child nutrition, while improving, still require continued attention as they remain below the average for upper-middle-income countries.

3. Azerbaijan has acceded to or ratified 172 international treaties, protocols and other instruments, including most of the core United Nations human rights treaties. In addition, it has adopted its second National Human Rights Action Plan and implemented a number of relevant judicial and legal reforms. Despite these efforts, concluding observations from various United Nations treaty bodies and reporting from other international organizations highlight the challenges that Azerbaijan still faces in ensuring that all its people enjoy the key human rights and fundamental freedoms that are integral to human development.

4. Driven by hydrocarbon wealth, growth in Azerbaijan remained comparatively buoyant despite the global economic downturn, and gross domestic product in 2013 reached $73.56 billion, a 10-fold increase from 2003.[3] As a result, poverty rates have plunged to 5.3 per cent (2013) from 49 per cent in 2001.[4] Recently, however, oil revenues have fallen, as has the pace of overall growth, due to declining oil production volumes and oil prices.

5. A key challenge for Azerbaijan is to reduce its dependence on hydrocarbon exports and to secure the development gains already achieved by moving towards an efficiency-driven, diversified economy that is propelled forward by an educated workforce, well-functioning labour market and efficient governance system, with the ability to harness the benefits of new technologies and be resilient to internal and external shocks.

6. Azerbaijan has made several successful efforts to position itself on the international arena. In 2011-2013, Azerbaijan was a non-permanent member of United Nations Security Council and in the second half of 2013 chaired the ministerial council of the Council of Europe. The country is increasingly visible as an emerging donor, with special emphasis on humanitarian causes, but also with an interest to cooperate with the United Nations system and UNDP in development and South-South Cooperation (e.g., in the areas of youth and information and communication technology (ICT)).

7. To achieve this ambitious agenda, Azerbaijan has adopted Vision 2020, its first national development strategy that sets a framework for the country's transition from a traditional, input-based economy to a knowledge-based, diversified and competitive economy. In particular, three critical development issues will require urgent attention to realize the pathway outlined in Vision 2020, as described below.

[1] UNDP, Human Development Report 2014, 'Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience'.

[2] UNDP, country note on Azerbaijan, Human Development Report 2014.

[3] World Bank, World Development Indicators, http://data.worldbank.org/country/azerbaijan

[4] State Statistics Committee, http:// stat.gov.az .

Economic diversification and inclusive growth

8. Central to Azerbaijan's development is the challenge to diversify the economy and create new and sustainable sources of growth to make it more competitive and inclusive. This will help to reduce its high reliance on the oil and gas sector, which currently accounts for more than 70 per cent of state budget revenues and 92 per cent of exports[5] and provides only 7 per cent of employment. In this context, the Government identified tourism, information technology and agro-industry as priority sectors for diversification.[6] The dramatic devaluation of the local currency (manat) on 21 February by almost 34 per cent opened up some opportunities to increase the volume of exports.

9. Diversification of the economy requires an education system that will match the evolving and increasing demands of the labour market.[7] The current mismatch between labour supply and demand will be especially pronounced as economic diversification progresses. This problem is especially acute for women and young people. While the unemployment rates for young people (15-24 years) and women are 13.5 per cent and 5.9 respectively, compared to 5 per cent for the general population,[8] it is the quality and volatility of jobs that give cause for concern.[9] In addition, more women than men are in informal employment and are disproportionately concentrated in sectors that pay the lowest wages such as agriculture, education, health care and social work. People with disabilities, including mine victims, have also not fully benefited from economic growth. Seventy-four per cent of people with disabilities out of 750 surveyed[10] are unemployed and face obstacles to economic participation. Mine contamination presents a barrier to economic development in the conflict-affected areas. The need to translate growth into increased opportunities for equitable employment and availability of skilled human resources was further emphasized by the participants in the national post-2015 consultations who voted for good education and better jobs opportunities as top priorities for the sustainable development goals.[11]

Institutional capacities and effective governance

10. The second critical issue is insufficient institutional capacities to formulate and implement public policies, which should be tackled through development of human resources for the public sector and expansion of 'e-government' as key areas for institutional reform. In this context, a major challenge is to build a civil service composed of a professional cadre that is able to develop and implement evidence-based and gender-sensitive policies and deliver high-quality public services to the population.

11. To increase efficiency, transparency and data availability in the public sector, the Government has spearheaded an 'e-governance' programme that promotes a wider use of ICT tools for development, introduced merit-based recruitment into the civil service and established ASAN Centres[12] that turned into a successful model for public service delivery. Azerbaijan scores well on international ratings for an enabling environment for ICT but has not yet fully harnessed the potential of modern technologies for public policy. Along with increasing administrative efficiency within ministries, there is a need to expand the use of ICT for

[5] International Monetary Fund Republic of Azerbaijan: 2013 Article IV Consultation. IMF Country Report No. 13/164. Baku, 2013.

[6] Economist Intelligence Unit, Azerbaijan country report, December 2014.

[7] World Bank, Azerbaijan country economic memorandum, 2009.

[8] Data of the Ministry of Labour and Social Protection of Population.

[9] Ibid.

[10] UNICEF, UNDP Situation Assessment: People with Disabilities in Azerbaijan, 2011

[11] United Nations, The Future We Want, national consultations in Azerbaijan, Final Report, 2013

[12] See *www.asan.gov.az*

government-to-population services, improved data management and monitoring and evaluation systems for evidence-based public policies and measures.

Environmental degradation and vulnerability to natural hazards

12. A third critical barrier to inclusive and sustainable growth in line with Vision 2020 is Azerbaijan's increasing exposure and vulnerability to environmental degradation and natural hazards, exacerbated by climate change.

13. Azerbaijan has joined key multilateral environmental conventions and enacted important national environmental laws and policies. The country has made progress in protecting its biodiversity resources through doubling the size of protected areas as a proportion to the total area of the country, from 5 per cent in 2000 to 10.3 per cent in 2014[13], and has undertaken massive reforestation measures.

14. Still, Azerbaijan continues to face serious environmental challenges Some 43 per cent of its territory is affected by land erosion and 20 per cent by salinization,[14] reducing land productivity and negatively affecting the livelihoods of 40 per cent of the workforce employed in agriculture. Inadequate legal and institutional frameworks and limited experience in developing and implementing sustainable land management practices are among the key root causes of land degradation. Additionally, there are limited alternative income-generating opportunities, leading to unsustainable and sometimes illegal practices. Hence, addressing the root causes of environmental degradation requires a holistic strategy combining capacity-building for sustainable resources management with creation of alternative livelihoods for local communities. Azerbaijan is also highly vulnerable to climate change, particularly given its scarcity of freshwater resources, mountainous topography and location on the Caspian Sea,[15] and needs to strengthen the coping mechanisms and adaptive capacities of communities, with due consideration to gender-specific needs.

15. Azerbaijan is not a major greenhouse gas (GHG) contributor; it emits the same amount of carbon dioxide per capita as the average for upper-middle-income countries and half the amount emitted by high-income economies.[16] However, considering the recent upward trend in carbon dioxide emission per capita and reliance of Azerbaijan's economy on hydrocarbon production, the Government should define new pathways to reduce the carbon footprint of economic development, especially in the energy sector, which is responsible for 84 per cent of GHG emissions.

UNDP results, lessons learned and opportunities

16. Under the motto of 'converting black gold to human gold', introduced by a UNDP-supported publication in 2007,[17] the Government began to invest oil revenues in human capital to achieve sustainable economic development. This was demonstrated by the President's approval of the establishment of a state fund to support youth education abroad using oil revenues.[18] The motto continues to be relevant. UNDP has further contributed to economic diversification by professionalizing the labour force for the tourism industry, introducing new models and tools to reduce youth and women's unemployment, and initiating business start-up programmes for disabled women and mine victims. This follows the recommendation of the independent evaluation that the new UNDP country programme should continue supporting government efforts to address regional and gender disparities in work opportunities, with a focus on increasing the ability of vulnerable groups to manage and mitigate risks.[19]

[13] Data of the Ministry of Ecology and Natural Resources, 2014.
[14] Data of the Ministry of Ecology and Natural Resources.
[15] Azerbaijan's Second National Communication to the UNFCCC.
[16] World Bank, World Development Indicators.
[17] http://www.un-az.org/doc/BGHG_full_report1.pdf .
[18] State programme on study of Azerbaijani youth abroad for 2007-2015.
[19] UNDP, outcome 1 and 2 evaluation report, 2015.

17. UNDP has a clear comparative advantage vis-à-vis other international partners as a thought leader for two subsequent national ICT strategies that resulted in transformation of the public sector through massive computerization and transition to electronic services. UNDP has also played an important role in establishing a transparent and merit-based civil service and has pioneered a 'single window' principle for integrated border management. This long-term partnership was supported by the Government of Azerbaijan through substantial amounts of cost-sharing for programmes implemented by UNDP. An evaluation of the UNDP good governance programme advised UNDP to replicate its experience accumulated in deploying large-scale information technology systems by targeting sectors vital for the well-being of people and assist in devising and piloting sector-specific e-governance strategies.[20]

18. Over the previous programme cycle, UNDP has developed a sizable environmental portfolio in Azerbaijan, as evidenced by the strong partnerships with the European Union (EU), Government of Norway, the Special Climate Change Fund and Global Environment Facility (GEF). UNDP support to renewable sources of energy led to policy changes, manifested in the creation of the State Agency on Alternative and Renewable Energy Sources. The comparative advantage of UNDP in this area lies in its ability to embrace a wide range of environmental concerns and offer integrated solutions to land degradation, deforestation, biodiversity loss and vulnerability to climate change. These concerns also need to be tackled in the light of economic diversification, resilience and sustainable development.

19. During the recent years, Azerbaijan has demonstrated readiness to engage in South-South and triangular cooperation as means to share with developing countries the wealth of experience, technical know-how and expertise accumulated during the transitional years. UNDP has been instrumental in opening up new avenues for cooperation in this context, including by facilitating knowledge transfers on e-governance with Afghanistan and on public service delivery with Turkmenistan. UNDP will seek to expand the South-South dimension of its programme over the next cycle.

20. A main challenge and lesson learned from the previous country programme, as identified by outcome evaluations, was the discrepancy between the available funds and related interventions and overly ambitious outcomes set within the country programme document.[21] Hence, the new programme will focus on fewer development areas within the overall government efforts articulated in Vision 2020. It will be closely aligned with the priorities of the UNDP Strategic Plan, 2014-2017 by targeting specific population groups and geographic areas, and build on areas of the UNDP comparative advantage.

II. Programme priorities and partnerships

21. The new UNDP country programme is based on the new United Nations Azerbaijan Partnership Framework (UNAPF). It contributes to three out of five UNAPF outcomes and is aligned with the UNDP Strategic Plan. The UNAPF is aligned with Azerbaijan's national development strategy, Vision 2020, and is the result of extensive broad-based consultations with the Government of Azerbaijan, international partners, the United Nations Youth Advisory Council and civil society at large. The new country programme will continue to benefit from government cost-sharing contributions, thereby ensuring strong national ownership of programme priorities and a continuing spirit of partnership.

22. The country programme will contribute directly or indirectly to outcomes 1, 3, 6 and 7 of the UNDP Strategic Plan. The new country programme is centred on continued UNDP support to

[20] UNDP, outcome evaluation report, good governance programme, 2013.

[21] UNDP, Outcome 1 and 2 Evaluation Report, 2015

capacity development in order to achieve long-term and sustainable improvements in three areas as outlined below.

Human capital development and inclusiveness

23. UNDP will focus on developing human capital as a necessary prerequisite for a diversified, competitive and knowledge-based economy. UNDP will ensure that the most vulnerable sections of the workforce, including young people, women and persons with disabilities, have access to skills and resources that match labour market demand. To this end, UNDP will support national institutions in designing and rolling out new vocational education programmes and start-up businesses in the non-oil sectors, e.g., ICT. UNDP will build on existing partnerships with national institutions to help them develop and scale up innovative models, approaches and tools to enable a transformational shift towards more inclusive and productive employment. Experiences gained from implementation of these interventions are expected to bring important institutional knowledge, lessons learned and models which may be replicated to cover more people in other parts of the country. Meaningful engagement in the workforce will also allow vulnerable groups to make their voices heard.

24. UNDP will target economically disadvantaged geographic areas and seek to remove obstacles to equitable regional development. UNDP will work with the Ministry of Communications and High Technologies to upgrade and extend the ICT infrastructure into rural areas and assist people in using these opportunities as a source of new jobs. UNDP will also support mine removal in affected territories, building on the long-standing relations with the Azerbaijan National Agency for Mine Action.

25. The UNDP contribution under this programme component is fully aligned with outcome 1 of the Strategic Plan as it supports policies, systems and institutions at the national and subnational levels to generate and strengthen employment and livelihoods, and is also linked to outcome 6 as it promotes post-conflict recovery and reintegration of mine victims into economic life. This component also supports fulfilment of Azerbaijan's obligations to ensure economic rights under the Convention on the Elimination of all Forms of Discrimination Against Women and the Convention on the Rights of Persons with Disabilities. UNDP will work closely with the United Nations country team and other international partners to provide support to the Government in fulfilling its international commitments.

Enhanced institutional capacity for equitable development policy

26. UNDP will support institutional capacity strengthening across government agencies and departments to effectively develop and implement gender-sensitive and evidence-based policies. To this end, UNDP will employ a mix of strategies combining capacity-building measures across the entire public administration system with sector-specific interventions. Support will be directed at the establishment of a strong education base to provide civil servants with the necessary knowledge and expertise to address development challenges and to mainstream gender issues in all stages of policymaking. Central to this work will be cooperation with United Nations agencies, the Civil Service Commission and State Committee for Family, Women and Children's Affairs, as well as the EU and German Agency for International Cooperation (GIZ).

27. UNDP will build on its existing partnership with the Ministry of Labour and Social Protection of Population to support a new state programme on employment through establishment of a single management information system to improve the provision of services to the population as a whole, and especially the most vulnerable and excluded groups such as the unemployed, low-income families, women and people with disabilities. The system will contribute to greater transparency and efficiency of social assistance programmes and reduce opportunities for corruption. UNDP will also support the enhancement of implementation capacities for labour and social protection policies.

28. UNDP will continue its work to increase the efficiency of the border and customs services through the institutionalization of the integrated border management strategy and promotion of regional

cooperation, in particular with Georgia. UNDP work under this component is aligned with the Strategic Plan outcome 3 as it seeks to strengthen the core government functions related to policymaking and service provision.

Improving environmental management and resilience to climate-induced hazards

29. UNDP will focus on designing and implementing integrated approaches to management of natural resources that constitute a source of livelihood for local communities. To this end, UNDP will empower local communities to participate in decision-making related to pasture and forest management through the establishment of associations of pasture users and farmers; improve the livelihoods of communities engaged in pastoralism by supporting pasture restoration measures; and provide alternative income-generation opportunities (e.g., tree nursery, beekeeping). Farmers' livelihoods will be further strengthened though provision of opportunities for initiating/expanding agro-businesses using local crop varieties. The scalability of the pilots will be ensured through changes in the legal and policy frameworks.

30. UNDP will target the vulnerable mountainous communities of the Greater Caucasus, rural communities living in arid and semi-arid landscapes and communities along the Caspian Sea coast that are most severely affected by the negative consequences of land degradation, deforestation and biodiversity loss.

31. UNDP will support climate-resilient and low-emission development by promoting adaptation and mitigation measures. Specifically, UNDP will strengthen community resilience to climate-induced floods through establishment of an early warning system and implementation of a gender-sensitive disaster preparedness programme addressing specific vulnerabilities of men and women. UNDP will also support the design and implementation of mitigation actions in the energy sector including a green buildings programme and energy efficient transportation. UNDP will advocate for and support the strengthening of monitoring and evaluation capacities and frameworks, especially for carbon monitoring. UNDP will support Azerbaijan in addressing data gaps, developing methodologies for carbon monitoring, establishing carbon flow protocols and preparing evidence-based reports to the United Nations Framework Convention on Climate Change secretariat.

32. Critical to the achievement of the objectives under this component will be multiple partnerships including with Ministry of Ecology and Natural Resources, Ministry of Agriculture, Ministry of Transport, Baku International Sea Trade Port, State Maritime Administration, State Oil Company of Azerbaijan, local authorities and community-based organizations.

33. The UNDP contribution under this programme component is fully aligned with Strategic Plan outcome 1 as it supports development of solutions for innovative management of natural resources and enables scaling-up of actions on climate change mitigation and adaptation, and also relates to outcome 5 as regards the dimension on preparedness for climate-induced natural hazards.

34. Under each Strategic Plan outcome area, UNDP will continue its advocacy for Azerbaijan to play a more active role in development cooperation. UNDP plans to undertake an analysis of Azerbaijan's past experiences with South-South and triangular cooperation to assess the country's capacity and potential to contribute to development cooperation, identify and document specific areas of excellence, and propose new business models for knowledge sharing through this cooperation. Entry points may include demining and youth policies (under outcome 1); e-governance and the ASAN model for public service delivery (under outcome 2); and land management and low-emission development (under outcome 3). To help Azerbaijan enhance its capacities as an emerging donor, UNDP will advocate for and support the establishment of effective mechanisms to manage development aid, e.g., trust fund. The new country programme will treat South-South and triangular cooperation as a cross-cutting issue aligned with Strategic Plan outcome 7.

III. Programme and risk management

35. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal controls framework.

36. The UNDP government coordinating authority will be the Cabinet of Ministers. To further strengthen national ownership, the goal of mobilizing substantial government cost-sharing will be maintained and national implementation will remain the preferred modality for the new programme, to be replaced if needed by direct execution for part or all of a programme to enable response to any force majeure. At their request, UNDP will continue to provide support services to government agencies implementing the projects. UNDP will also establish steering committees for each project that include representatives of government and international partners, thus ensuring mutual accountability.

37. The principal assumption for successful country programme implementation is continued commitment of state actors to the goals and targets proclaimed in Vision 2020 and openness to the public reform process. A key risk for the UNDP programme includes financial volatility in Azerbaijan. The national currency was devalued by 34 per cent in February 2015 following falling oil prices and further volatility is expected. *Other* factors include decreasing regular resources for programme and management purposes and continued decline of traditional inflows of official development assistance, given the country's upper middle-income status. UNDP will seek to mitigate these risks by monitoring the fiscal situation, implementing the office sustainability plan and increasing resource mobilization efforts with the Government of Azerbaijan, vertical funds, EU, World Bank and emerging funds such as the Green Climate Fund. Subject to availability of additional funding and partnerships, UNDP will seek to be more ambitious in delivering additional gender results and promoting sustainable livelihoods and green jobs. Communication of development results will be strengthened to facilitate mobilization of other (non-core) resources. Sustainability plans and the coping strategy for the office will be monitored regularly to mitigate the consequences in the unlikely case of the resource mobilization targets not being achieved.

IV. Monitoring and evaluation

38. As stated above, the new country programme is aligned with the UNAPF, UNDP Strategic Plan and Azerbaijan Vision 2020 and will make extensive use of the monitoring and evaluation mechanisms embedded in these documents for assessing the progress towards achievement of the stated outcomes.

39. Given that UNDP country office does not have a dedicated focal point for monitoring and evaluation, it will rely on the support of the monitoring and evaluation group established as part of UNAPF process to support design of the results and resources framework, and will continue to help in monitoring progress towards the UNAPF and country programme outcomes.

40. To the extent possible, the UNDP country programme framework will be monitored using existing national performance monitoring tools and evidence-based data available from national sources, complemented by international sources when required.

41. UNDP Azerbaijan will conduct monitoring and evaluation at two levels. At the output level, UNDP will engage different tools to track progress towards project objectives and to assess to what extent these objectives contribute to the development of national capacities.

42. At the programme level, UNDP will conduct at least one evaluation per outcome to ensure their effective contribution to national development objectives and the post-2015 agenda. The findings of UNDP outcome evaluations will inform the UNAPF annual reviews and evaluation.

Annex. Results and resources framework for the Republic of Azerbaijan (2016-2020)

NATIONAL PRIORITY OR GOAL: Boosting economic development and generating decent work

UNAPF OUTCOME 1: By 2020, the Azerbaijan economy is more diversified and generates enhanced sustainable growth and decent work, particularly for youth, women, persons with disabilities and other vulnerable groups

RELATED STRATEGIC PLAN OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

UNAPF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS *(including indicators, baselines targets)*	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($) *[to be reviewed further in light of the integrated budget]*
1. Indicator: GDP growth rate in non-oil sector **Baseline:** 110, as % of previous year **Target:** 117% **2. Indicator:** Global Competitiveness Index **Baseline:** 4.51 **Target:** 5 **3. Indicator:** Unemployment rate disaggregated by sex and age **Baseline (2013):** Population: 5.0% Males: 4.0% Females: 5.9% Youth (15-29): 9.9% **Target:** Population: 4.7% Males: 3.8% Females: 5.3% Youth (15-29): 8.7%	State Statistics Committee Ministry of Economy and Industry Ministry of Labour and Social Protection of Population Global Competitiveness Report by World Economic Forum Evaluation and monitoring reports	**1.1. Training capacities of the state institutions are strengthened to prepare qualified workforce for the non-oil sectors of economy** **Indicator 1.1.1:** Number of new training modules developed **Baseline:** 0 **Target:** 5 **Indicator 1.1.2** Number of people (youth, women) benefiting from training programmes **Baseline:** 0 **Target:** 250, with 40/60 sex ratio; with at least 80% under the age of 30, and at least 5% persons with disabilities **1.2 Managerial capacities of state agencies supporting small and medium-sized businesses are improved** **Indicator 1.2.1:** Number of young people supported in business start-ups, disaggregated by sex **Baseline:** 25 (of which 12% are young women) **Target:** 40 with at least 25% women **1.3 ICT infrastructure is further enhanced and expanded to remote and economically disadvantaged areas**	Ministry of Labour and Social Protection of Population Vocational Education Centres Ministry of Culture and Tourism Ministry of Youth and Sports Ministry of Communication and High Technologies ICT Fund Azerbaijan National Agency for Mine Action Youth and women's associations European Union	**Regular: 810,000** **Other: 17,700,000** **(Government cost-sharing: 17,500,000** **UNDP thematic funds: 200,000)**

		Indicator 1.3.1: Number of people with access to upgraded broadband internet **Baseline:** 0 **Target:** 6,180,000 **1.4 Mine clearance and mine victim assistance programme are maintained to enhance economic activity on the conflict-affected territories of Azerbaijan** **Indicator 1.4.1:** Number of mine victims with improved livelihoods **Baseline:** 0 **Target:** 100		
NATIONAL PRIORITY OR GOAL: Strengthening institutional capacities and effective public and social services				
UNAPF OUTCOME #2: By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation				
RELATED STRATEGIC PLAN OUTCOME 3: **Countries have strengthened institutions to progressively deliver universal access to basic services**				
1.Indicator: New sex-disaggregated indicators aimed at supporting the development of informed policies are incorporated into the national statistical databank **Baseline: 257 (2013)** **Target: 280** **2. Indicator:** Human Development Index **Baseline:** 0.747 (2013) **Target:** 0.752 **3. Indicator:** Gender Inequality Index **Baseline:** 0.340 (2013) **Target:** 0.325 (2020) **4. Indicator:** Government effectiveness estimate **Baseline:** -0.78 (2012) **Target:** 0.5 (2020) 5. Indicator: Extent to which the capacities of the security sector for oversight are improved. Baseline: 3 (2014) Target: 4 (2020)	State Statistics Committee UNDP Human Development Reports World Bank Worldwide Governance Indicators Global Information Technology Report by World Economic Forum Evaluation and monitoring reports	**2.1 Institutional capacities are strengthened to train civil servants in various dimensions of policy formulation, implementation and monitoring** **Indicator 2.1.1**: Existence of a dedicated training centre for civil servants **Baseline:** None **Target:** Training Centre is fully operational **2.2 Measures are implemented to strengthen national institutions and systems to formulate, implement and monitor gender-sensitive programmes and policies** **Indicator 2.2.2:** Number of new state programmes, strategies and plans using sex-disaggregated indicators and gender-sensitive approaches **Baseline:** 0 **Target:** 4	Civil Service Commission under the President of the Republic of Azerbaijan Ministry of Labour and Social Protection of Population State Committee for Family, Women and Children's Affairs State Customs Committee State Border Service UNFPA European Union GIZ	**Regular: 906,000** **Other: 18,000,000 (Government cost-sharing: 10,000,000; third-party cost-sharing: 8,000,000)**

5. Indicator: Networked readiness index: **Baseline:** 4.31 (2014) **Target:** 4.7		**2.3 National capacities are built for greater effectiveness and improved data availability for the implementation of labour and social protection policies** **Indicator 2.3.1:** Existence of a single management information system (MIS) **Baseline:** None **Target:** MIS is fully operational **Indicator 2.3.2:** New databases on vulnerable groups (persons with disabilities, unemployed) **Baseline:** Paper-based and scattered data available **Target:** Databases are computerised and data exchanges enabled **2.4 Institutional capacities for implementation of the integrated border management policies are in place** **Indicator 2.4.1:** Integrated border management strategy in place **Baseline:** None **Target:** Strategy exists Indicator 2.4.2: Extent to which capacities of laboratory testing compliance of food products with safety standards are improved Baseline: 3 Target: 4 **2.5 Azerbaijan's institutions are enabled to provide knowledge services to other developing countries** **Indicator 2.5.1 Number of countries that benefited from the knowledge services** **Baseline: 2** **Target: 5**		

NATIONAL PRIORITY OR GOAL: Improving environment management and resilience to natural and human-induced hazards				
UNAPF OUTCOME #3: By 2020, sustainable development policies and legislation are in place, better implemented and coordinated in compliance with multilateral environmental agreements, recognize social and health linkages and address issues of environment and natural resources, energy efficiency and renewable energy, climate change and resilience to natural and human-induced hazards				
RELATED STRATEGIC PLAN OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
1.Indicator: Energy use per GDP (Thousand tons of oil equivalent) **Baseline:** 86,918.22 **Target:** 128,000 **2. Indicator:** GHG emissions per GDP (Tons CO2 equivalent/Million US$ GDP) **Baseline:** 447.85 **Target:** 360 **3. Indicator:** Number of hectares of land managed under an in situ conservation regime **Baseline:** 617,630 **Target:** 950,000 **4. Indicator:** Number of hectares of land managed under a sustainable use regime **Baseline:** 21,959 **Target:** 35,000	World Resource Institute World Database on Protected Areas Organic World Net Evaluation and monitoring reports	**3.1 Institutions and mechanisms are strengthened for better monitoring, analysis and reporting on GHGs emissions, carbon flows and carbon storage potential, including reporting under major multilateral environmental agreements** **Indicator 3.1.1:** Reporting complies with requirements of the conventions **Baseline:** Partly complies **Target:** Fully complies **Indicator 3.1.2:** Extent to which the capacities for carbon monitoring are improved **Baseline:** 1 **Target:** 3 **3.2 National and subnational capacities are improved to ensure better planning, management and sustainability of the coastal and marine ecosystems of the Caspian Sea** **Indicator 3.2.1:** Existence of an integrated management plan for coastal/marine protected areas **Baseline:** None **Target:** At least one national park has an integrated management plan with community involvement **3.3 Agricultural policies are developed and institutions and local farmers are supported to conserve and sustainably use local crop varieties important for biodiversity and sustainable land management** **Indicator 3.3.1:** Percentage of farmers using local crop varieties in the pilot regions **Baseline:** 0 **Target:** 15% in the pilot regions	Ministry of Ecology and Natural Resources Ministry of Agriculture Ministry of Emergency Situations Ministry of Transport Baku International Sea Trade Port State Maritime Administration State Oil Company of the Republic of Azerbaijan GIZ Global Environment Facility Special Climate Change Fund Local executive authorities Water Users' Associations Farmers' associations	**Regular: 500,000** **Other: 14,500,000** **Government cost-sharing: 500,000;** **vertical funds: 14,000,000)**

		3.4 Application of climate change mitigation measures and green practices is promoted to reduce GHGs emissions from the energy sector **Indicator 3.4.1:** Number of Nationally Appropriate Mitigation Measures implemented in the oil/gas industry **Baseline:** Zero **Target:** 3 **Indicator 3.4.2:** Number of innovative green practices resulting in reduction of the GHGs implemented in the transport sector **Baseline:** 0 **Target:** 3 **3.5 Resilience of vulnerable mountainous communities of the Greater Caucasus is strengthened to cope with negative impacts of land degradation and climate-induced hazards** **Indicator 3.5.1: Number of communities benefitting from an early** warning system **Baseline:** None **Target: 20** **Indicator 3.5.2:** Number of farmers benefitting from sustainable livelihoods from improved pasture management **Baseline:** 0 **Target:** 16 Indicator 3.5.3 Extent to which participation of local communities in decision – making on land management issues has increased Baseline: 0 Target: 2 Indicator 3.5.4 Number of people with strengthened livelihoods from NRM Baseline: 0 Target: 20		